



Red Line Community Compact

*Defining the Success of Baltimore's
Red Line Transit Project*

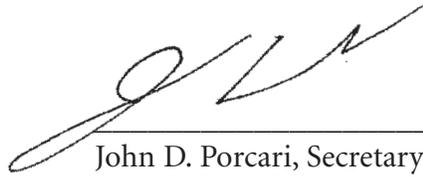
Signed September 12, 2008

Preamble

We, the undersigned, believe that the Red Line Transit Project will be of great benefit to the citizens of Baltimore and our region. We believe that the Red Line stands a greater chance of success if it is designed and built in partnership with the communities, businesses and institutions that lie along its right of way. We believe that the success of the Red Line means many things beyond ridership: the strengthening of our communities, economic empowerment of the people, a healthy and attractive environment, and more. We recognize that the opportunities for success presented by the Red Line cannot be achieved unless we work together to see the project realized. Thus, we commit ourselves to working in partnership to achieving the goals and strategies in this compact, recognizing and respecting always the diversity of interests and perspectives throughout the corridor and the region.



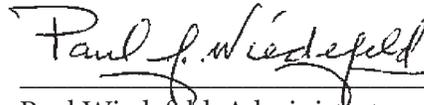
Sheila Dixon, Mayor
City of Baltimore



John D. Porcari, Secretary
Maryland Department of Transportation



Danyell Diggs, Red Line Coordinator
City of Baltimore



Paul Wiedefeld, Administrator
Maryland Transit Administration



Arlene Fisher, President
Lafayette Square Association



Mel Freeman, President
Citizen's Planning and Housing Association



Will Backstrom, President
Baltimore Heritage, Inc.

Community Compact Signatories

(as of March 23, 2009)

1. Abell Foundation
2. Allendale Community Association
3. Alliance of Rosemont Community Organization
4. Annie E. Casey Foundation
5. American Federation of State, County and Municipal Employees (AFSCME)
6. American Institute of Architects, Urban Design Committee
7. Baltimore Area Visitors and Convention Association (BAVCA)
8. Baltimore Building Trades Council
9. Baltimore City Community College
10. Baltimore Commission on Sustainability
11. Baltimore Community Foundation
12. Baltimore Development Corporation (BDC)
13. Baltimore Ethical Society
14. Baltimore Heritage
15. Baltimore Hispanic Chamber of Commerce
16. Baltimore Neighborhood Collaborative
17. Baltimore Office of Promotions and the Arts
18. Baltimore Urban League
19. Baltimore Workforce Investment Board
20. Bluford Drew Jemison Academy
21. B'more Mobile
22. Bon Secours of Maryland Foundation
23. Boyd Booth Community Association
24. Bridgeview/Greenlawn Association
25. Central Maryland Transportation Alliance
26. Citizen's Planning and Housing Association
27. Clean Water Action
28. Community Law Center
29. Development Advisory Committee
30. Douglass Place Neighborhood Association
31. Downtown Partnership
32. East Baltimore Development Inc.
33. Edmondson Community Organization
34. Evergreen Protective Association
35. Fayette Street Outreach
36. Fells Prospect Community Association
37. Franklin Square Association
38. Fulton Community Association
39. Greater Baltimore Group of the Sierra Club
40. Greektown Community Development Corporation
41. Gwynns Falls Trail Council
42. Harlem Park Neighborhood Council
43. Housing Authority of Baltimore City
44. Job Opportunities Task Force
45. Johns Hopkins Bayview Medical Center
46. Lafayette Square Association
47. Litecast LLC
48. Live Baltimore Home Center
49. Living Classrooms Foundation
50. Maryland Department of Labor, Licensing and Regulation
51. Maryland Minority Contractors Association
52. Mayor's Bicycle Advisory Committee
53. Mayor's Office of Minority and Women-Owned Business Development
54. Midtown Edmondson Improvement Association
55. National Academy Foundation High School
56. One Less Car
57. Operation Reach Out South West
58. Parks & People Foundation
59. Pinehurst Protective Association
60. Sandtown-Winchester Condominium Association
61. Sharp-Leadenhall Community Association
62. Small Business Resource Center
63. Sojourner-Douglass College
64. Southeast Community Development Corporation
65. UNITE HERE
66. University of Maryland Baltimore
67. University of Maryland Medical System
68. Waterfront Partnership
69. West Baltimore Coalition
70. West Station Community Gardens

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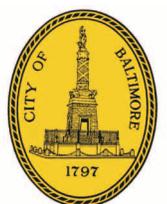
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www.gobaltimoreredline.com



Sheila Dixon
Mayor

About the Red Line Community Compact

The Red Line Community Compact was initiated at the Mayor's Red Line Summit on May 10, 2008. More than 300 community, business, and advocacy group leaders came together to learn from other cities about how they have maximized community benefits as a part of major transit projects. By focusing our energies not just on the discussion of where the line will run and where stations will be located, we can define the success of the Red Line in many ways and determine how it will best fit into our communities. If planned, designed and constructed in accordance with this set of goals and strategies, the Red Line Project will generate jobs, present economic opportunities and offer housing choices, while enhancing our unique urban environment, neighborhoods and historic districts.

The goals and strategies of the Red Line Community Compact were detailed through four working groups which met during June and July 2008, through consultations by a Development Committee formed of members from these working groups, and in negotiation with City agencies and the Maryland Transit Administration (MTA). More than 100 people participated in working group sessions. Members of this Development Committee are listed on the last page of the compact.

The Red Line Community Compact document is to be viewed as a living document. As a result, strategies may be updated based on the status and direction of project. A Steering Committee will be formed to oversee the execution of this Compact, provide updates that will guide implementation, and report on progress in achieving the Compact's goals. Finally, support for the Community Compact does not imply support of any specific mode or alignment for the Red Line, but represents support for a common vision of success for the project as a whole.

Accountability for the Red Line Community Compact

The goals and strategies in this document are the result of a collaborative process. Likewise, the responsibility for implementing these goals and strategies will require a partnership of many parties, including the MTA, the City of Baltimore and communities throughout the corridor. Without this partnership, neither the Red Line nor the community benefits envisioned by this Compact will be realized.

While the Community Compact is not legally binding, many of the strategies described in the Compact will be part of contracts, memorandums of understanding and other legal documents developed in the future. Dozens of agreements, permits and official documents will be required between and among the MTA, the City of Baltimore, State and Federal regulatory agencies, and private parties. It is through these agreements, permits and documents that the parties to this Community Compact can be held accountable. The Steering Committee will publish an annual report to the citizens of Baltimore which will track the progress of implementing this Compact.

Finally, while the parties to the Community Compact have agreed to the goals of the Compact, the strategies will require further discussion, planning and negotiation, including among agencies with legal or regulatory authority for implementation. Some strategies can be implemented immediately through inclusion in the Draft Environmental Impact Statement, other strategies can only be implemented once a Locally-Preferred Alternative is selected and work begins on preliminary engineering of the Red Line. It will be the responsibility of the Steering Committee, and all of the parties acting in good faith, to see that the specific strategies of the Compact are implemented consistent with the wishes of those who participated in drafting it.

Putting Baltimore to Work on the Red Line

The positive economic effects of a major public works can be felt for many years beyond the life of the project, if efforts are made early and comprehensively to harness and direct the economic inputs needed to complete the project. To this end, we call for an economic empowerment strategy that makes the most of this historic project by targeting resources toward Baltimore's residents and businesses.

They did it. So can we.

Portland's Economic Empowerment Strategy

Before construction began on the Yellow Line in Portland, Oregon, TriMet and the prime contracting companies worked to ensure that the line was built by people from the community. As a result, local minority- and women-owned firms secured 19% of the contract dollars—valued at \$35 million—and 35% of workforce hours were completed by minorities and women. Working with prime contractors and other agencies, TriMet also developed creative ways to help minority- and women-owned firms build their business capacity, such as: breaking scopes of work into smaller bid packages to encourage small contractors to bid, rotating contracting opportunities created within a division of work, and providing technical and business assistance to ensure firms were able to provide the contracted work.

Baltimore City will work with MTA to Establish a Red Line Economic Empowerment Office following the selection of a Locally-Preferred Alternative. The Office will have responsibility for:

- Conducting an economic scan of likely trades, skills, contracting capacity, etc. necessary for final design and construction of the Red Line.
- Developing partnerships and implementing a plan which address the needs identified from the economic scan, such as coordinating with new and existing registered apprenticeship programs, including those operated by the Baltimore Building Trades Council; minority- and women-owned business enterprise (M/WBE) capacity-building; workforce training programs, etc.
- Aggressively engaging the community in economic empowerment opportunities.
- Conducting outreach and certification training for minority- and women-owned firms, entrepreneurs, and others in order to broaden the pool of potential bidders for project contracts.

Use the Red Line as a Model for Breaking Down Barriers to Full Deployment of Local Resources for Design and Construction:

- MTA will create a role for small businesses using mechanisms such as the State's Small Business Reserve and Small Business Preference programs, and by identifying areas of work most appropriate for small businesses and bidding those as separate contracts. These and other mechanisms will encourage broad participation in the final design and construction of the project.
- MTA and Baltimore City will define rules of reciprocity between MDOT & City of Baltimore certification and work to align M/WBE certification requirements with DBE certification requirements.
- The City, MTA, and other partners will enlist support from Maryland's Congressional Delegation, General Assembly and advocacy community in identifying and winning changes to regulatory barriers to local hiring and M/WBE involvement.
- MTA will work aggressively to enforce requirements that subcontractors get paid promptly.

Recruit and Prepare Baltimore Residents to Work on the Red Line:

- MTA will require Red Line contractors to register available jobs with the Baltimore City Office of Employment Development which will then undertake outreach to ensure that community residents are aware of the job opportunities.
- The City and MTA will work with local educational institutions to promote transportation-related professions for young people. MTA will work with Red Line contractors to encourage transportation career opportunities and advancement over the course of the project.
- MTA will encourage project contractors to participate in the City's YouthWorks program.
- MTA will explore strategies to connect existing pre-apprenticeship programs for skilled trades to actual employment opportunities associated with the Red Line project.
- The Maryland Department of Labor, Licensing and Regulation will aggressively enforce wage and hour laws to ensure that a fair day's work results in a fair day's pay.
- MTA will establish a grassroots marketing strategy for Red Line employment opportunities, using existing resources such as established community-based organizations, the One-Stop Career Shops, Office of Employment Development, members of the Job Opportunities Task Force, Small Business Resource Center, and others.

Making the Red Line Green

Construction and operation of the Red Line will involve a wide range of health and environmental impacts and improvement opportunities. Instead of the conventional approach of identification and mitigation, the Red Line provides the opportunity for improving the quality of the air, water and health of the City and its residents. To the extent economically possible, the Red Line should improve the air and water quality, increase green space and improve the quality of life in the City compared to the conditions existing prior to implementing the Red Line. By implementing the following objectives and goals the Red Line can have an overall positive impact beyond that of providing clean transportation.

They did it. So can we.

Seattle's Sound Transit Environmental Policy in Action

Sound Transit has made up for impacts of Link light rail construction to a small wetland located along the line. Mitigation includes restoration of another wetland owned by Seattle Parks and Recreation. Prior to restoration, the site consisted of an abandoned vehicle turnaround and paved boat ramp. In partnership with Seattle Parks, Sound Transit restored the wetland site that had been degraded by invasive plants, trash, and asphalt, and turned the site into a scrub-shrub and forested wetland with a vegetated buffer.

During the initial five-year monitoring period after construction, Sound Transit has been coordinating with Seattle Parks to maintain the mitigation area and control the presence of seasonal mosquito larvae in the ponded areas. The site has become a habitat for many animal species, such as turtles, amphibians and birds. It also provides natural treatment for stormwater runoff before it drains to Lake Washington.

Future plans at Beer Sheva Park include installing a sign illustrating the history of Beer Sheva Park and including information about wetlands.

Leverage Water Quality Improvement Opportunities

By partnering with the agencies responsible for implementing and regulating water quality, such as the Baltimore City Department of Public Works and Maryland Department of the Environment, MTA will seek to do the following as part of the Red Line construction process:

- Increase green space and reduce impervious surfaces through project landscaping where appropriate.
- Determine and implement improvements to the man-made drainage system crossing or being impacted by the Red Line.
- Use best management practices for storm water management at all Red Line parking facilities.

Realize the economic and environmental benefits of clean energy use on the Red Line

Major infrastructure projects like the Red Line can accelerate the use of renewable energy resources to provide cleaner energy for transit and the community. If designed properly, the Red Line Transit Project can result in a zero-emissions service. MTA will consider the following strategies as part of Red Line construction:

- Design Red Line buildings and facilities to conform to recognized sustainability criteria such as LEED.
- Work with local utilities to utilize clean energy production sources to meet the new energy demands of Red Line and associated energy users.
- Investigate the generation of energy as a revenue source for the Red Line and possible sources of funding/grants.
- Replace all buses in the MTA fleet with diesel hybrid electric models as current buses are retired.

Increase green space along the Red Line

As part of designing and constructing the Red Line, the City will work with the MTA and Red Line-area communities to do the following:

- Make excellent connections between the Red Line and the existing trail system.
- Look for opportunities to create green space along the Red Line for biking, walking and as a natural buffer between the system and the neighborhoods.
- Utilize this green space as a means to better integrate the Red Line into the community as a transition and as neighborhood commons for entertainment and exercise.

Create a Safe and Accessible Red Line

- The Red Line must not just be accessible for the elderly and people with disabilities; it must be convenient. MTA will include features such as low-floor vehicle boarding, elevators, etc. in the final design of the Red Line.
- The Red Line will be designed with pedestrian safety in mind. The City will coordinate with MTA and communities to ensure that positive guidance measures are used to steer pedestrians toward safe crossing locations and “safe routes to schools” concepts are used near schools along the Red Line. The MTA and the City will work together to improvement quality of pedestrian signals near stations, including the implementation of “countdown” pedestrian signals.
- The City will work through with the affected communities on alterations to traffic patterns necessary because of Red Line.
- The City will coordinate with MTA to maximize pedestrian safety through access to crosswalks, especially in neighborhoods where the Red Line runs on the surface.

They did it. So can we. Atlanta's BeltLine Partnership

The BeltLine Partnership (BLP) is a non-profit organization committed to raising funds from private and philanthropic sources to support the BeltLine, a circular transit-way around the entire city of Atlanta. Established by the Mayor in 2005, they work with neighborhoods, businesses, community and faith organizations to raise general awareness and broad-based support for the BeltLine through fostering advocacy and coordinating private-sector engagement. Through regular outreach, they also serve to mobilize resources to address the social concerns raised about new development around the BeltLine.

Community-Centered Station Design, Development & Stewardship

Long after the Red Line is constructed and each day after the trains stop running, communities – and the people who live and work in them – will continue to be the backbone of our City. Capturing the economic and social benefits of the Red Line requires that communities must be involved now, during construction, and once the Red Line is operating, with strong support from their government and active participation by the private-sector.

As MTA and local governments decide on a Red Line Alignment, Baltimore City will develop and fund a Red Line neighborhood investment strategy to enhance the quality of life in Red Line station communities, including as many of the following actions as possible:

- Work with local foundations and other partners to create a public-private entity similar to Atlanta's "BeltLine Partnership" to raise funds and mobilize resources towards community revitalization on the scale of Baltimore's commitment to the East Baltimore Development, Inc., Park Heights Development Authority and the Westside Renaissance.
- Target City programs such as Healthy Neighborhoods, Main Streets, Heritage Area Grants, 1% for Art and other neighborhood investments in order to help Red Line station communities realize the benefits of improved transportation access.
- Commit capital improvement projects such as street resurfacing, alley and sidewalk repair, street lighting, etc. to Red Line station communities once construction is completed.
- Begin now to assemble land through the City's Land Bank, targeted acquisition strategies, etc. to make redevelopment possibilities more readily achievable.
- Implement non-traditional funding strategies for public/private partnerships to stimulate growth and development for Red Line station communities in order to achieve public amenities which may not normally be considered part and parcel of Red Line project costs.
- Prioritize City requests for Transportation Enhancement funds to Red Line station communities in order to implement landscaping and streetscape improvements, historic preservation activities, bike/pedestrian facilities; etc.
- Work with station area communities to seek grant opportunities for State, federal and private funding sources which can be used for public and private projects which may not normally be considered part and parcel of Red Line project costs.
- Identify and advocate transportation-related community enhancement projects which can be included in the reauthorization of SAFETEA-LU.
- Use data collected from the Red Line Draft Environmental Impact Statement as the basis for historic district designations.

MTA will work with the City to create a community-centered process for outreach and involvement in station design and development planning:

- Establish ongoing Station Area Advisory Committees (SAACs) in each station area with representatives from the communities, businesses, city government and MTA. Together with MTA, SAACs will develop outreach and education campaigns through churches, schools, libraries, dedicated station websites, etc. that target unique/specific population.
- Provide a process for community review of publicly-sponsored development solicitations for transit-oriented development.
- Plans and designs for Red Line stations should focus not only on the transit stop itself but also the surrounding area to enhance existing development and encourage future development.
- Future development will further the goal of creating and sustaining mixed-income communities by enhancing the opportunities for individuals and families to have decent, safe, and affordable housing in Baltimore City, consistent with the requirements of the Inclusionary Housing Ordinance.

Through the community-centered station planning process, MTA and the City will use good urban design to align community identity with stations and make stations attractive, safe, accessible, convenient and environmentally sustainable, including the following:

- A system of safe, well-maintained connections for pedestrians and bicycles to and from surrounding communities.
- Aesthetically, historically and contextually-sensitive stations that complement the built environment in existing communities.
- Parking management strategies at each station area with such provisions that limit parking intrusion on adjacent communities.
- A full bicycle-integration policy that incorporates amenities for storage, use and accessibility.
- Attractive, adequate lighting and security at, to and from each transit station.
- Way-finding signage to and from community assets such as retail business districts, historic landmarks, parks, cultural institutions, etc.

The City and MTA will Work Together to Foster Long-Term Community Engagement and Stewardship of Red Line Stations through the Following Actions:

- Establish a partner-based entity for maintaining and providing security at each transit station, such as community benefits districts or “Adopt-a-Station” programs.
- Evolve Station Area Advisory Committees into Community Development Corporations (CDCs), as appropriate. Provide new CDCs and existing community-based development organizations with resources to build capacity and strength to achieve revitalization plans.
- Encourage sustainable design elements (low energy consumption, low impact design, etc.) in and around station areas.
- The City of Baltimore will require the establishment of community benefits agreements for any City-financed transit-oriented development projects.
- Involve communities in recruitment of retailers and employers in order to demonstrate community commitment to business success.

Aggressively Plan & Manage Construction to Limit Community Impacts

We recognize that construction of a major public works project such as the Red Line has the potential to be disruptive, messy and potentially burdensome for the communities where construction will occur. We also recognize that these construction impacts can be managed and mitigated. At the very least, construction of the Red Line should “do no harm” to residences, businesses and neighborhoods; and, with thoughtful planning and constructive community engagement, opportunities exist to enhance our neighborhoods as a result of the project construction.

We recommend that the following principles guide the final design and construction process for the Red Line. Each of these principles is based upon strategies which have been successfully deployed in other cities and which should be considered and implemented as appropriate. Where possible, these items should be addressed in specific and enforceable contract language issued by the MTA.

They did it. So can we. Salt Lake City’s 400 South TRAX Project

During construction of the 400 South TRAX light rail line, the city sought to proactively manage the impact of construction on businesses and property owners. They hired an ombudsman, who prepared for and immediately responded to issues related to business access, traffic/parking, utility interruption, noise disruptions, and other concerns. The city also ensured that information about construction was shared frequently and openly with all community members. Finally, contractors were given incentives for minimizing construction impacts on neighborhoods.

MTA will create early, excellent, and transparent project communications through the following actions:

- Employ liaisons to coordinate and disseminate information among agencies/contractors and residents/businesses, and provide “rapid response” when issues occur. To the extent possible, liaisons will be hired from affected communities.
- To maximize community contact and take advantage of existing community networks, liaisons should be embedded in established organizations along the corridor such as community development corporations, umbrella organizations or special benefits districts.
- Establish regular communication mechanisms such as a highly functional project website, email distribution list, reverse 911 and project newsletter to notify residents/businesses of disruptions, construction schedules, etc.
- Be sure that all project communications are in layman’s terms, provided in multiple languages and available in multiple formats.
- Activate a 24/7 hotline for emergency information, reporting and response.

MTA will create a strong, independent monitoring and reporting program for construction impacts, with a fair, independent dispute resolution process, including the following:

- Provide for independent monitoring and reporting (via project website) for noise, vibration, air quality, time and place restrictions, vector control, hazardous materials, water leaks, etc.
- Establish a community-based monitoring and outreach program, such as the project created with East Baltimore Development, Inc., using project-area residents to educate other residents about public health issues associated with construction, and to deploy proactive strategies to reduce impacts.
- Notify the community if existing green space will be converted to some other use, utilizing communication mechanisms described above.
- Offer incentives/assess penalties for contractor compliance/non-compliance with approved mitigation and management plans; explore investing penalties back into the affected community rather than deducting from contractor payments.
- Work with a group such as the Baltimore Mediation Center or Community Law Center to proactively resolve matters in a setting that does not require full legal action.

Provide support to affected residents and businesses, including the following:

- MTA will implement an aggressive small business marketing campaign to reinforce that construction areas are “open for business.”
- MTA will minimize the loss of parking in residential and small-business retail areas through strategies such as discounted off-street parking or shuttle bus service.
- The City will create a mitigation fund to compensate business/property owners for loss of revenue or patronage during construction; provide for low-interest loans, façade improvement grants, etc. to business owners in affected areas.
- MTA will provide information to contractors about local suppliers, vendors and merchants during construction.
- MTA will provide every property owner adjacent to construction activities with a third-party pre-and post-construction inspection for structural tolerances, damage, foundation cracks, etc. Establish an ongoing monitoring program and protocol for properties which may be affected by Red Line operations.

MTA will implement and enforce construction restrictions and requirements which limit community disruption, including the following:

- Reject alternatives which require involuntary residential displacements as a result of the project.
- Minimize nighttime construction in residential areas.
- Require that contractors use best practices for low-emission construction equipment, such as the use of ultra-low sulfur diesel fuels, equipping machinery with diesel particulate filters, limiting vehicle idling, etc.
- Reduce dust by providing for regular watering of construction sites and daily street-weeping where appropriate, as well as other amenities.
- Require off-site parking for construction workers in areas with limited on-street parking.
- Schedule delivery of materials during non-rush hours; clearly establish and identify truck routes and staging areas for the delivery and disposal of materials.
- Locate stationary equipment as far as possible from noise-sensitive land uses.

MTA will work to honor and protect community, historical and cultural resources by carrying out the following:

- Work with the City, communities, and other partners to create an independent advisory committee to deal specifically with historic preservation issues throughout the corridor.
- Implement vibration-reducing measures during both construction and operations near historic buildings.
- Maintain an on-site historical/cultural resource specialist/advocate who will serve as a liaison during construction in historic areas and who can be contacted at all times.
- Develop and fund plans to highlight historical and cultural resources such as interpretive displays at stations, historically-appropriate street lighting and other street fixtures, promotional events, completion of National Register of Historic Places applications, etc in Red Line station areas.
- In all cases, provide for fair compensation of property owners where right-of-way acquisition is needed. Allow for creative strategies to compensate property owners if construction affects their property such as the replacement of landscaping, reconstruction of steps, etc.

Members of the Community Compact Development Committee

The Baltimore Red Line Staff extends its sincerest gratitude to the following representatives of community organizations, non-profits, City agencies, faith-based institutions, and small businesses for their assistance in the development of the Red Line Community Compact. Your input and hard work were invaluable, and we could not have realized such a ground-breaking document without your help. We apologize if we have missed including the names of anyone else who aided us in this endeavor. We are truly grateful and appreciative for your vision, your time, your talent and your support.

Jean Allen, Edgewood Neighborhood Association
Natalie Austin, St. Bernadine
Angela Bethea-Spearman, Uplands, SWDC
Judy Boulmetis, Market Center Merchants Association
Molly Buchkheit, GBC
Princess Clifton
Edward Cohen, TRAC
Sandy Conner, Sojourner-Douglass College
Jeffrey Dingle
David Fields, The Final Grade & Pave, LLC
Arlene Fisher, Lafayette Square and Harlem Park
Darrell Frazier
Brian Greenan
Terrance Hancock, BDC
Sandy Harley, Sahara Communications, Inc.
Johns Hopkins, Baltimore Heritage, Inc.
Bruce Jennings, BCCC
Pless Jones, Sr., P&J Contracting Company, Inc.
Samuel Jordan
Babila Lima, Office of City Council President
Natalie Luis
Joseph Madison, BCDOT
Renee McCray, Southwest Better Community

Logan Mitchell, Sr.
Dileep Monie, Fells Point Residents' Association
Jamose Muhammad
Peter Nothstein
Larry Nunley
Charles Okeke, BCDOT
Calvin Peete, Jr., CPHA
Dan Pontious, CPHA
Zelda Robinson, WBC
Otis Rolley, III, CMTA
Don Sherrod, Rognel Heights Community
Charles Smith, HCD
Glen Smith, Morgan State University
Jeffrey Smith, MOED
Kevin Sullivan, BCDOT
Yolanda Takesian, MRIA
Shirley Thompson, Maryland Minority
Contractors Association
Benzenia Townsend
Lue Williams
Saul Wilson, TRAC